

## INTISARI

Setiap perusahaan membutuhkan kinerja terbaik keseluruhan individu yang ada di dalamnya untuk membantu mencapai tujuan strategis perusahaan. Kebijakan tentang sumber daya manusia setiap perusahaan diarahkan untuk senantiasa mampu mengelola individu agar memberikan kinerja terbaiknya. Pengelolaan kinerja sumber daya manusia perusahaan diterapkan melalui sistem penilaian kinerja. Oleh karena itu, sistem penilaian kinerja dalam perusahaan dituntut untuk diterapkan senantiasa efektif.

Penelitian ini merupakan penelitian deskriptif kualitatif yang bertujuan untuk membahas dan mengevaluasi penerapan sistem penilaian kinerja PT Telkom Akses. Secara khusus sistem penilaian kinerja kompetensi dengan metode *forced distribution system*. Evaluasi dilakukan mengacu pada lima kriteria evaluasi sistem penilaian kinerja efektif, yaitu kesesuaian strategi, validitas, reliabilitas, akseptabilitas, dan kekhususan.

Hasil dari penelitian ini menunjukkan bahwa penerapan sistem penilaian kinerja kompetensi dengan metode *forced distribution system* di PT Telkom Akses masih belum efektif. Lima kriteria kriteria evaluasi sistem penilaian kinerja efektif masih belum diterapkan secara optimal dalam sistem penilaian kinerja yang ada. Evaluasi lebih lanjut terkait instrumen penilaian dan standar yang digunakan menjadi fokus utama perusahaan untuk mendorong keefektifan sistem penilaian kinerja perusahaan.

Kata kunci: Kinerja, Sistem Penilaian Kinerja, *Forced Distribution System*

## **ABSTRACT**

Every company needs the best performance of each individual in it to help achieve the company's strategic goals. Human resource policies for each company are directed to always be able to manage individuals to give their best performance. Managing the performance of company human resources is carried out through a performance appraisal system. Therefore, the performance appraisal system in the company needs to be implemented effectively.

This research is a qualitative descriptive study which aims to describe and evaluate the implementation of the PT Telkom Akses performance appraisal system. In particular, the competency performance appraisal system with the forced distribution system method. The evaluation carried out refers to the five evaluations criteria for an effective performance system, namely the strategic congruence, validity, reliability, acceptance, and specificity.

The results of this study indicate that the implementation of a competency performance appraisal system with the forced distribution system method at PT Telkom Akses is still not effective. The five evaluations criteria for an effective performance appraisal system have not been optimally implemented in the existing performance appraisal system. Further evaluation of the assessment instruments and standards used is the company's main focus to encourage the effectiveness of the company's performance appraisal system.

**Keywords:** Performance, Performance Appraisal System, Forced Distribution System